



DEPARTMENT OF THE AIR FORCE
WASHINGTON DC 20330-1060

OFFICE OF THE ASSISTANT SECRETARY

APR 29 2003

03A-006

MEMORANDUM FOR SEE DISTRIBUTION

FROM: SAF/AQ
1060 AF Pentagon
Washington DC 20330-1060

SUBJECT: Expectation Management in Acquisition

The two overarching tenets of Agile Acquisition are reduced cycle time and increased credibility – this policy focuses on addressing the second tenet: credibility. Our Air Force leadership has been surprised with a number of significant issues that have recently surfaced on our programs – these surprises hurt our credibility with our leadership, OSD, and the warfighter. After cursory review of the root causes of these surprises, it appears too often we start with fully executable programs that are then asked to do the impossible (i.e. stay the course) when funding or requirements change. In the end, this adherence to meeting original agreements when changes make them unrealistic hurts our credibility when we inevitably fall short. We can no longer stand for holding to program schedules, performance, or cost when significant perturbations occur. In short, programs should not be built on hopes and promises. Once a mutually agreed, realistic expectations are set, changes that impact those expectations, no matter what their source, must be identified, communicated to leadership, and drive a new agreement on expectations. I hold Program Executive Officers (PEO), Designated Acquisition Commanders (DAC), and Single Managers (SM) responsible to ensure this policy is fully embraced and implemented.

I am convinced the warfighter and acquisition agencies must jointly develop cost, schedule, and performance expectations tailored to specific program needs. To ensure we have full understanding between the warfighter and developer, we need to assess the appropriate vehicle to document those agreed program expectations. I am directing a joint SAF/AQ, AF/XO team to recommend the appropriate method for documenting program expectations in the PMD. This vehicle will become a living, real-time documentation of program expectations – work done for resources provided.

Expectation management, through effective two-way communication, is the cornerstone to building credibility. Attached is a recently signed agreement between AF/XO and SAF/AQ outlining how the acquisition and operational requirements communities work together. I believe a renewed focus on documenting and communicating agreements will accelerate us toward our goal of achieving mutual, realistic expectations for our programs. SAF/AQXA, in

conjunction with the ACE, will take the lead on the IPT and propose a solution NLT 30 May 03. If you have any further questions please contact SAF/AQXA, Policy Branch at (703) 588-7100.



MARVIN R. SAMBUR
Assistant Secretary of the Air Force
(Acquisition)

Atch:

Collaborative Requirements joint XO-AQ memo

TO:

AFPEO/JSF
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AFPEO/C2&CS
AFPEO/FB
AFPEO/SV
AFPEO/WP
ASC/CC
ESC/CC
AAC/CC
OO-ALC/CC
OC-ALC/CC
WR-ALC/CC
Single Managers

CC:

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SAF/USA
AF/XO
AFMC/CV
AMC/CV
AFSPC/CV
ACC/CV
AFSOC/CV
AFRC/CV
AETC/CV
SAF/AQI
SAF/AQQ
SAF/AQL
SAF/AQP
SAF/AQR

Collaborative Requirements

Background:

Traditionally, the interface between the acquisition community and requirements community has been very limited after requirements validation. Too often, once a requirements document was validated by the Air Force Requirements Oversight Capabilities Council (AFROCC), the program office, because requirements were not well understood, would develop an acquisition strategy that was not entirely in line with the warfighter's intentions and did not meet the user's needs.

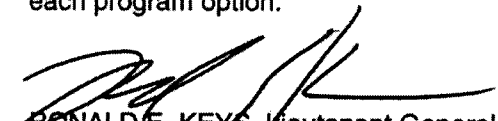
During the last 18 months, the Air Force requirements community established a more collaborative requirements process with the acquisition community by instituting High Performance Teams (HPT) to develop operational requirements. These process changes paid enormous dividends in increased document quality and reduced coordination time. While significant gains have been made, there is still a need to further improve the interface between the acquisition and operational requirements communities.

Way-Ahead – The way we work:

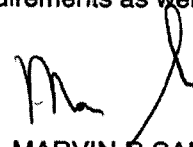
The Program Execution chain (PM, PEO/DAC, and sometimes the SAE) is ultimately responsible for ensuring that the performance requirements, cost, and schedule for the program are established with the agreement of the major communities involved. The Single Acquisition Management Plan (similar to OPLAN) communicates the program strategy to senior leadership for approval. If, during the strategy development (or any time during program execution), it is apparent that certain requirements, cost expectations, or schedule expectations will not be met, it is the responsibility of those in the program execution chain to bring this information to the attention of all stakeholders immediately and resolve differences to ensure credibility and program integrity is maintained.

To foster a better collaborative environment between warfighter and developer, system acquisition management plans and acquisition strategies will be developed using a process similar to the AF/XOR HPT process. The acquisition organization will reconvene the HPT which includes operators, acquirers, testers, and whenever possible will invite industry to generate Courses of Action (COA's) (COAs should contain: cost, schedule, contract strategy, spiral approach etc) that provide options for meeting operational capabilities. Ultimately, the MAJCOM Commander (user) (or his designee) will commit to the COA that best address warfighter needs.

In summary, operators, acquirers, testers, and developers will work collaboratively as one team from the developing of the requirement through program execution, including sustainment. While the warfighter clearly is responsible for generating the requirement, the acquirer and developer will participate to gain understanding and communicate the "art of the possible." Likewise, during program execution, the warfighter plays an integral role in explaining warfighter intent of stated capability requirements as well as gaining insight into each program option.



RONALD E. KEYS, Lieutenant General, USAF
DCS, Air and Space Operations



MARVIN R. SAMBUR
Assistant Secretary of the Air Force
(Acquisition)